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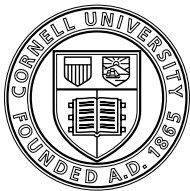
Federal, state, and local government employees now have access, via NTIS, to the best of Cornell University's professional online education programs. Through this partnership with NTIS, eCornell offers government agencies and employees substantial savings on the cost of certificate programs and courses.

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Certificate Program

Strategic Human Resources Management

A six-course certificate series from Cornell University



ILRHR551 **Human Resources Leadership**

ILRHR552 **Aligning HR Strategy with Organizational Strategy**

ILRHR553 **Diversity and Inclusion for Bottom-Line Performance**

ILRHR554 **Building a Talent-Management Culture**

ILRHR555 **Measuring HR's Impact**

ILRHR556 **Employee Engagement**

Interactive, rigorous, and relevant professional education from Cornell University

Visit the NTIS - eCornell website to register <http://www.ntis.gov/ecornell/ecornell.asp>

Welcome to eCornell

Your online link to the best of Cornell University's professional education programs.



Welcome to eCornell

Established and wholly-owned by Cornell University, eCornell has the most comprehensive online, professional and executive development curriculum offered by any top-20 university in the United States.

eCornell provides exceptional online learning experiences tailored for professional and executive development in the areas of strategy, leadership and management development, human resources, financial management, and hospitality management. Collaboration between Cornell faculty experts and learning and user-experience designers provide for engaging, rigorous, and interactive learning.

Course Experience - How it Works

eCornell offers a proven model for successful management development and incorporates the best aspects of online and traditional classroom learning, including:

- Engaging and rigorous course design that centers on authentic business scenarios and provides the resources and tools learners need to resolve the issues they pose
- Learning experiences that target individual competencies and skills
- Asynchronous collaboration activities that contribute to knowledge and experience sharing among the course participants and the course instructor
- Course projects, discussion forums, and job aids that help participants apply their new skills to real organizational situations
- New skill development through interactive assessments and simulations

Program Quality Drives Motivation and Success

eCornell is not your typical e-learning experience. Our Structured Flexibility™ and active instructor facilitation provide course milestones that build motivation and result in industry-leading completion rates.

- Ninety two percent (92%) of students complete their course, two to four times the e-learning norm, and even more, 93%, rate their overall experience as good to excellent.
- Ninety five percent (95%) of students say the material is applicable to their job responsibilities, and 93% say that what they have learned will directly impact their performance.
- In the end, 95% of students would recommend to their peers that they take an eCornell course.



Connected

Learning happens through interaction and collaboration—a dynamic, creative process that involves the exchange of ideas, not simply the accumulation of facts. In eCornell courses you interact with an expert instructor and a cohort of your peers to collectively develop knowledge, and to effectively apply that knowledge in your organization.

You are also connected to the knowledge and resources of Cornell University, a leading global research university. eCornell courses offer embedded “Ask the Expert” interviews with Cornell faculty, online access to library reference guides, and additional professional and executive education opportunities at Cornell University.



In 1865 Ezra Cornell had a vision.

“I would found an institution where any person can find instruction in any study.”

Established as the land-grant university of the State of New York, Cornell University has an extension and outreach mission unique to the Ivy League.

eCornell is the next step in achieving the vision.

Powerful

eCornell courses are authored and designed with one or more Cornell University faculty member, using the most current and relevant case studies, research, and content. Our approach to problem-based learning means that you are building knowledge and skills using online case studies, interactive exercises, and simulations based on authentic, relevant, and “real-world,” situations. Certificates from Cornell University ensure that eCornell professional and executive education courses will enhance your career.

Convenient

eCornell courses provide the convenience of structure and flexibility with new course sections starting every month, round-the-clock/round-the-world access to course materials, online and telephone customer support, and dedicated online instructors.

Accreditation



Most of our courses have been approved for six (6) recertification credit hours toward PHR, SPHR, and GPHR recertification through the Human Resource Certification Institute. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



Many eCornell Certificate Programs have been recommended for college credit by the American Council on Education's College Credit Recommendation Service (CREDIT). The American Council on Education (ACE) is the major coordinating body for all the nation's higher education institutions. For 31 years, colleges and universities have trusted ACE to provide reliable course equivalency information to facilitate credit award decisions. The American Council on Education's College Credit Recommendation Service (CREDIT), offered through ACE's Center for Lifelong Learning (CLLL), helps adults obtain college credit for formal courses and examinations taken outside college and university degree programs.

STRATEGIC HUMAN RESOURCES MANAGEMENT

*A six-course certificate series from Cornell University's
School of Industrial and Labor Relations*

Certificate Overview

The development and execution of a human resources strategy that is aligned with organizational goals and matched to an organization's competencies delivers tangible outcomes for an organization's people, customers, and shareholders. Such a strategy requires transforming HR from a "business partner" to a "business leader." As a leader, HR plays a significant role, not only in human-capital development, but in how human capital can contribute to the execution of organizational and business strategies. This certificate program from Cornell University's School of Industrial and Labor Relations develops the leadership competencies required make this transformation.

The courses in this series focus on several drivers for transforming HR into a world-class function: the HR leader's influence on strategy and organizational leaders, alignment of HR strategy, using diversity and inclusion to achieve bottom-line results, developing a talent-management culture, strategies for employee engagement, and using metrics to measure impact on business outcomes. Each course explores a topic in depth, with particular emphasis on the role of the HR leader, industry best practices, and short projects that emphasize the application to your particular organization.

Who Should Take This Certificate?

This certificate series is designed for senior manager, director, and executive-level HR professionals who are charged with improving HR's ability to contribute to organizational strategy and success.

Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

Certificate Information

To earn the Strategic Human Resources Management Certificate, students must complete the following six courses totaling approximately 36 hours of learning:

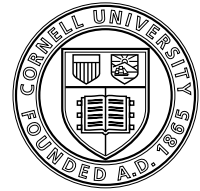
- ILRHR551 Human Resources Leadership
- ILRHR552 Aligning HR Strategy with Organizational Strategy
- ILRHR553 Diversity and Inclusion for Bottom-line Performance
- ILRHR554 Building a Talent-Management Culture
- ILRHR555 Measuring HR's Impact
- ILRHR556 Employee Engagement

Accreditation

Participants who successfully complete all six course in this certificate series receive a Certificate in Strategic Human Resources Management from Cornell University's School of Industrial and Labor Relations. Cornell's School of Industrial and Labor Relations (ILR) will give .6 Continuing Education Units (CEUs) to each student who successfully completes each course. Students can apply to the ILR school for the CEU units after they have successfully completed the courses.

HRCI Recertification

The courses in this certificate series have each been approved for six (6) Strategic Management recertification credit hours toward SPHR and GPHR recertification and six (6) recertification credit hours toward PHR, SPHR, and GPHR recertification through the Human Resource Certification Institute. Please contact the Human Resource Certificate Institute (HRCI) for further information about certification or recertification.



*Participants who
successfully complete all
six courses in this series
receive a **Strategic
Human Resources
Management
Certificate** from
Cornell University's
School of Industrial and
Labor Relations.*

This course is based on the research and industry expertise of Patrick M. Wright, Ph.D., Professor and Director of the Center for Advanced Human Resources Studies (CAHRS) at Cornell University. It introduces Dr. Wright's SELF Model of Human Resources Leadership that defines the leadership and influencing competencies needed to balance the tradeoffs present in the formation of organizational strategy. The SELF Model focuses on HR's role in guiding strategy development to ensure that it will result in the expected **S**trategic, **E**thical, **L**egal, and **F**inancial outcomes for an organization. This course also introduces the Human Frailties framework, a tool for managing the interpersonal dynamics at the most senior levels of the organization in order to produce the most positive results.

Who Should Take This Course?

This course is essential for HR professionals at the senior manager, director, and executive levels. Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

Course Format

This course contains the following modules:

How HR Leads

- HR Then and Now

Strategy and the HR Professional

- Influencing Strategy Formulation
- Decision-making Perspectives
- The SELF Model

Managing Strategy Formation

- The Human Frailties Framework
- The HR Director's Roles

Benefits to Learner

Participants who complete this course will be able to:

- Articulate HR's role in the formation of organizational strategy
- Evaluate HR's role in their organization
- Apply the SELF model to their organization
- Use the Human Frailties Model to identify enablers as well as opportunism & hubris
- Perform a self analysis regarding their role as an HR leader

Certificate Information

This course can be applied to the following certificate:

- Strategic Human Resources Management

Authoring Faculty

Patrick M. Wright, Ph.D., Professor and Director, Center for Advanced Human Resources Studies

Sponsoring School

Cornell University's School of Industrial and Labor Relations

This course, based on the research and expertise of Christopher Collins, Ph.D., Associate Professor and Director of Executive Education for Cornell University's School of Industrial and Labor Relations, develops the skills needed to assess how organizations create value and to align the HR function to execute the organization's strategy. Participants analyze the Balanced Scorecard approach as a means of vertically aligning the HR system with organizational objectives. They learn how to create a vertical-alignment strategy and use it to improve HR decision-making, people outcomes, processes, customer outcomes, and financial results. And they learn the skills required to plan and assess horizontal alignment of HR systems and practices. Finally, the course discusses best practices related to workforce partitioning, performance variability, value identification, and employee impact.

Who Should Take This Course?

This course is essential for HR professionals at the senior manager, director, and executive levels. Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

Course Format

This course contains the following modules

Value Creation

- Creating Value
- Competency

Vertical Alignment of HR

- The Balanced Scorecard
- Establishing a Need for HR
- Horizontal Alignment of HR
- What is Horizontal Alignment?
- Assessing Horizontal Alignment

Benefits to Learner

Participants who complete this course will be able to:

- Define value and how organizations create value
- Define competency and evaluate how their organization develops competency
- Define the need for vertical alignment of HR in their organization
- Apply the balanced scorecard to improve HR decision making
- Define and assess the horizontal alignment of HR in their organization

Certificate Information

This course can be applied to the following certificate:

- Strategic Human Resources Management

Authoring Faculty

Christopher J. Collins, Ph.D., Associate Professor and Director of Executive Education

Sponsoring School

Cornell University's School of Industrial and Labor Relations

This course summarizes the evolution of diversity and inclusion management; outlines key management practices for improving performance, contextualizes diversity in terms of current challenges, and provides direct linkages between diversity and the bottom line at the organizational and functional levels.

Dr. Roberson's model of strategic approaches to diversity and inclusion provides a comprehensive toolkit for strategic diversity management, implementing next generation high-involvement practices, and ensuring stakeholder alignment with strategic objectives.

Who Should Take This Course?

This course is essential for senior managers, directors, and executive level HR professionals. It is also designed for department and division management who can leverage diversity and inclusion to produce improved outcomes.

Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position.

Course Format

This course contains the following modules:

Defining Diversity and Inclusion

- Evolution of Diversity Management
- A Business Case for Diversity

Diversity and Inclusion Practices I

- A Basis for Diversity
- Diversity Building Blocks
- Devising Diversity Strategy
- Stakeholder Management

Diversity and Inclusion Practices II

- Diversity in Context
- Diversity in Work Groups

Diversity and the Bottom Line

- Diversity Framework and Ethics
- Effectively Impacting the Bottom Line

Benefits to Learner

- Define the evolution of diversity management
- Articulate the economic costs and benefits of strategically managing diversity
- Discuss best practices of diversity and inclusion and their implementation
- Explain the relationship complexity of diverse teams and organizations
- Identify and measure the outcomes of diversity and inclusion strategies
- Discuss the future of diversity and inclusion practices

Certificate Information

This course can be applied to the following certificate:

- Strategic Human Resources Management

Authoring Faculty

Qunietta M. Roberson, Ph.D., Associate Professor

Sponsoring School

Cornell University's School of Industrial and Labor Relations

As the existing "war for talent" intensifies and becomes increasingly global, organizations must develop strong talent-management practices that are tightly aligned with business strategy. Successful organizations build talent-management cultures to take advantage of their human capital. They focus on attracting top talent, identifying and developing future leaders, and retaining the best prospects in the high-potential talent pool.

This course focuses on developing a strategic approach to managing core talent. Such an approach begins with the development of an employment brand in order to attract the best talent to the organization, promote the organization as a preferred employer, and produce superior recruiting outcomes. Organizations must then identify and implement an integrated marketing and communication strategy to build brand awareness. The complexity of managing employee retention and engagement includes understanding the root causes of talent-retention problems. The course identifies practices and solutions for increasing the likelihood of top talent remaining with the organization and becoming its future leaders.

Who Should Take This Course?

This course is essential for HR professionals at the senior manager, director, and executive levels.

Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

Course Format

This course comprises the following modules:

Attracting Talent to the Organization

- The role of the employment brand
- Creating the employment brand
- Identifying an advertising/marketing communication strategy

Retaining Top Talent

- Identifying drivers of turnover and retention
- Increasing retention by creating employee embeddedness

Benefits to Learner

- Articulate the need for an employment brand
- Identify how to differentiate their organization as an employer of choice
- Employ best practices for leadership development
- Recognize key drivers of turnover and retention
- Maximize employee engagement and embeddedness

Certificate Information

This course can be applied to the following certificate:

- Strategic Human Resources Management

Authoring Faculty

Christopher J. Collins, Ph.D., Associate Professor and Director of Executive Education

Sponsoring School

Cornell University's School of Industrial and Labor Relations

HR leaders have the ability to drive business performance by defining, designing, developing, and delivering competitive advantage through people. A key component of their ability to do so is a solid understanding of the organization's business drivers and a demonstrable competence in matching human capital to strategic initiatives.

This course focuses on identifying and developing key measures of HR's impact on business outcomes. It distinguishes between business metrics and HR metrics and relates them in terms of how to measure and communicate HR's value. Metrics must support the organization's business model. This course provides models for matching metrics to organizational outcomes and developing business-based metrics including the use of the balanced scorecard tied to financial, customer, process, and people outcomes. This course also provides frameworks for categorizing and analyzing metrics according to the business value they measure, analyzing HR metrics, and building a model to link metrics to organizational goals and priorities.

Who Should Take This Course?

This course is essential for HR professionals at the senior manager, director, and executive levels.

Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

Course Format

Metrics for HR Leaders

- Meeting Challenges and Making Decisions
- Metrics That Support the Business Model

Metrics for Business Literacy

- Developing a Strategy Map
- Using the Balanced Scorecard

Metrics for Business Value

- Categorizing Metrics for Value
- Building Your Metrics Model

Benefits to Learner

- Articulate why metrics should be used and which metrics best support your business model
- Develop a strategy map for creating business-based metrics
- Use the balanced scorecard to measure financial, customer, process, and people outcomes
- Categorize appropriate metrics for measuring business value
- Build a metrics model and design the metrics best suited to your business model

Certificate Information

This course can be applied to the following certificate:

- Strategic Human Resources Management

Authoring Faculty

Patrick M. Wright, Ph.D., Professor and Director, Center for Advanced Human Resources Studies

Sponsoring School

Cornell University's School of Industrial and Labor Relations

This course is currently under development. Course Description will be available Fall 2007.

Who Should Take This Course?

This course is essential for HR professionals at the senior manager, director, and executive levels.

Participants should have completed a Cornell University Certificate in Human Resources or hold a management or leadership position in the HR field.

Certificate Information

This course can be applied to the following certificate:

- Strategic Human Resources Management

Authoring Faculty

Patrick M. Wright, Ph.D., Professor and Director, Center for Advanced Human Resources Studies

Christopher J. Collins, Ph.D., Associate Professor and Director of Executive Education

Sponsoring School

Cornell University's School of Industrial and Labor Relations



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